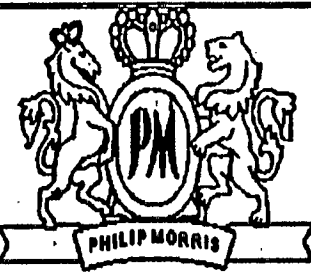


Forms

2042022774

NAME Deane Gross								1 TOTAL EXPENSES				910.50		
DEPT Event Marketing			DATE 01/29/93					2 PAID BY COMPANY			583			
MAIL CHECK TO 120/12								3 AMOUNT ADVANCED						
CHARGE CODE MAT Team Week								4 TOTAL LINE 2 AND 3					583.00	
YOUR SIGNATURE <i>Deane Gross</i>								5 AMOUNT OWED - If line 4 exceeds line 1, attach a check						
SUPERVISOR'S SIGNATURE <i>[Signature]</i>								6 AMOUNT DUE EMPLOYEE					327.50	
EXPENSE STATEMENT														
DATE	DESCRIPTION AND WHERE INCURRED	BUSINESS RELATIONSHIP	BUSINESS PURPOSE	C A V	TRANSPORTATION PAID BY COMPANY	PAID BY YOU	ROOMS	MEALS	EXPENSES WITH OTHERS	COMPANY OWNED AUTO EXP.	MISC. TAXIS, TIPS, ETC.	TOTAL		
01/22/93	taxi-NYC		worked late								4.25	4.25		
01/25/93	taxi-NYC		worked late								3.25	3.25		
01/26/93	car svc-NYC		to airport								28.50	28.50		
01/26/93	lunch-Richmond	JCFreeman-PM	MAT week						13.00			13.00		
01/26/93	hotel-Richmond	room, phone, food, bellmen	MAT week				73.49	14.00			2.00	89.49		
01/27/93	dinner-Richmond	RPotts-PM	MAT week						30.00			30.00		
01/27/93	hotel-Richmond	room, food, phone	MAT week				73.49	7.00			0.50	80.99		
01/28/93	lunch-Richmond (no rec)	RCReynolds-PM	MAT week						8.52			8.52		
01/28/93	dinner-Richmond	RPotts-PM	MAT week						43.00			43.00		
01/28/93	taxi-NYC	from airport									28.50	28.50		
01/28/93	airfare to/from Richmond		MAT week		583.00							583.00		
01/29/93														
TOTAL \$					583.00		146.98	21.00	94.52		65.00	910.50		

ACCOUNTING
 PM USA

CONSULTANT EXPENSE REPORT FORM

Name _____

Expense Period: _____

Purpose of Trip: _____

City/State: _____

Date: _____

Signature: _____

Account Executive
Signature: _____

FORM #3396 NY
PM INC. 1/83
COMP D3949/A109

Source: <https://www.industrydocuments.ucsf.edu/docs/rmxi0000>

VIRGINIA SLIMS SERIES: CONSULTANT EXPENSE REPORT										
Date	VENDOR/DESCRIPTION	TRANSPORTATION			Room & Tax	Meals	Expense w/Others	Phone	Misc.	Total
		Airfare/ Rail, Etc.	Car Expense	Cabs						
MARCH 1	TRANSPORT TO LAX - 60 MI @ 28¢		16.80							16.80
	LAX - LUGGAGE CART								1.50	1.50
	LAX - SNACKS					2.59			2.59	2.59
	LUGGAGE CART - INDY AIRPORT								1.00	1.00
	HYATT REGENCY		7.00		154.00			48.40	13.00	222.40
	TIPS - HYATT								2.00	2.00
MARCH 2	TIPS - HYATT								2.00	2.00
	BOMBAY BICYCLE CLUB						15.00*			15.00
	LUGGAGE CART - INDY AIRPORT								1.00	1.00
	SNACK - INDY AIRPORT					2.50				2.50
	LUGGAGE CART - LAX								1.50	1.50
	PARKING - LAX		28.00							28.00
	TRANSPORT FROM LAX - 60 MI @ 28¢		16.80							16.80
	AMSTER TRAVEL	1180.00								1180.00
	TOTAL \$	1180.00	68.60	-	154.00	5.09	15.00	48.40	22.00	1493.09

Name SHARI BARMAN
Expense Period: MARCH 1/2, 1993
Purpose of Trip: MARLBORO RACING
TEAM PENSKE INDY 500 RACE
City/State: INDIANAPOLIS,
INDIANA
Date: MARCH 2, 1993
Signature: [Signature]
Account Executive
Signature: _____

VIRGINIA SLIMS	AMT.
Expense Report Total	1493.09
Agency - Advance	- 0 -
TOTAL	1493.09

FORM #3396 NY
PM INC. 1/83
COMP 03949/A109

2042022778 * LUNCH WITH MARY LOU BEAUDRY (PENSKE CORP.)

PHILIP MORRIS USA
REVIEW OF TRAVEL EXPENSE VOUCHERS

Accompanies
Returned Expenses

To: _____

The enclosed expense statement has been returned to you for the following action:

- ☐ 1. Please account for temporary travel advance.
- ☐ 2. Please prepare expense statement **in ink**.
- ☐ 3. Please itemize expenses on a daily basis (numerical date order).
- ☐ 4. Please identify P.M. guest name, their company affiliation and P.M. employees included in entertainment (Expense With Other).
- ☐ 5. Please indicate business purpose (brief description or topic).
- ☐ 6. Please attach original receipts for:
 - ☐ a. Transportation paid by company.
 - ☐ b. Transportation paid by you.
 - ☐ c. Hotel bill.
 - ☐ d. Individual expenditures in the amount of \$25. or more.
- ☐ 7. Please give description and where expenses incurred (Daily Basis).
- ☐ 8. Please indicate transportation expenses or check corporate aircraft column (c/a).
- ☐ 9. Please indicate the number of miles; P.M. rate; and destination to, from and return for personal car mileage.
- ☐ 10. Please segregate other expenses included on hotel bill from room charges (including applicable sales tax and city tax) applied to the room column.
- ☐ 11. Please indicate meals in the company of others in the column "Expenses With Others". All other or individual meals are indicated in the "Meal" column.
- ☐ 12. Please deduct the purchase of additional travel insurance (*cost non-reimbursable*).
- ☐ 13. Please correct totals by lining out the incorrect amount and writing the correct figures over it. (*Do not use White-Out*)
- ☐ 14. Please sign your expense statement.
- ☐ 15. Please obtain approval for expenses 30 days or older.
- ☐ 16. Please obtain appropriate approvals in compliance with the Monetary Approval Authority.
- ☐ 17. Please obtain an officer's approval for travel of spouse.
- ☐ 18. Please remit your check (no cash) for the amount of \$ _____ owed to Philip Morris.
- ☐ 19. Other, explained below:

If you are in doubt as to what action is necessary in order that the enclosed expense statement may be processed, please contact the USA Accounting Department.

After you have taken the necessary action, please return the expense account to the USA Accounting Department for processing with this form attached.

For future expense statement preparation, please refer to the P.M. Expense Policy. Copies can be obtained by contacting the USA Accounting Department.

Number
FORM #1474A PM USA REV 10/87 COMP. AREA 50(0)

Date

USA Accounting Department

2042022779

PURCHASE ORDERS

- o Any goods or services exceeding \$500.00 requires a contract (services) and/or purchase order (goods) except:
 - o Telephone
 - o Utilities
 - o Contributions
 - o Hotel bills
 - o Hospitality, catering, banquets and meals
 - o Magazine and newspaper subscriptions
 - o Seminars
 - o Temporary help
 - o Placement fees for new employees
 - o Courier charges
 - o Taxes
 - o Sample cigarettes
 - o Postage
 - o Theatre and sports tickets
 - o Reimbursement for interview expenses
 - o Dues
 - * Personal expenses (on behalf of PM) needs approval of immediate superior on the voucher.
 - o The Purchasing Department should be contacted to do a purchase order so that established guidelines are followed. The Purchasing Department should be used for procurement of goods and P.O. issuance.
 - o Hardware, such as office equipment, needs a purchase order regardless of the cost.
 - o In some cases, goods may also require a contract (if ongoing services in relation to the hardware are being performed, e.g., maintenance, storage, etc.)
 - o Office equipment must be purchased through Building Services at PM. This department is the only one who can decide if an exception can be made to purchase equipment outside of PM.
 - o Any PM employee may sign off to verify that goods have been received (Bill of Lading required). Because appropriate signatures were secured when the purchase requisition was being circulated, a Director or Vice President signature is not necessary on the invoice; the important thing is to establish goods were received.
 - o Payment terms are 30 days.
- (Sample copy of purchase order attached.)

2042022781

PURCHASE ORDER

PHILIP MORRIS
U.S.A.
120 PARK AVENUE, NEW YORK, N.Y. 10017ATTACH THIS ORDER NO.
ON YOUR INVOICECABLE ADDRESS: POLD NEW YORK
PHONE: AREA CODE 212-680-6008

DATE

FORM #1515U PM USA REV. 2/52 COMP. 50(4)

VENDOR NO.

VENDOR:

SHIP
TO

REQUISITIONER	BUYER	BID REF./EXP. INT.	CONFIRMING TO	TAXABLE
F.O.B.	ROUTE VIA	PREPAID	TERMS	

1. Purchase Order number must appear on all invoices, bills of lading, essays, packing list and correspondence.
2. Invoices must be rendered on day of shipment to: 120 Park Avenue, N.Y., N.Y. 10017
3. Refer to PM USA Routing Guide for instructions on carrier selection and freight invoicing.

LINE	QUANTITY	UM	UNIT PRICE	AMOUNT
------	----------	----	------------	--------

By

PHILIP MORRIS U.S.A.

THIS PURCHASE ORDER IS ALSO SUBJECT TO THE PRINTED TERMS AND CONDITIONS ON THE REVERSE AND TO ALL ATTACHMENTS HEREIN. TOGETHER THEY CONSTITUTE THE ENTIRE AGREEMENT BETWEEN BUYER AND SELLER ON THE SUBJECT MATTER. NO REVISION OF OR ADDITION TO ANY OF THEM SHALL BE EFFECTIVE WITHOUT BUYER'S WRITTEN AGREEMENT. ANY SHIPMENT HEREUNDER CONSTITUTES ACCEPTANCE BY SELLER OF ALL TERMS AND CONDITIONS.

2042022782

PHILIP MORRIS USA
MONETARY APPROVAL MATRIX (Effective 1/1/92)
(\$000)

EXPENDITURE/APPROVAL LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7
Capital Appropriation/Job Order	\$ 5,000	\$ 3,000	\$1,000	\$ 250	\$100	\$25	\$10
Purchase Requisition-MRO/Invoice Without Purchase Order	1,000+	1,000+	1,000	250	100	25	10
Consultants	500+	500	250	--	--	--	--
Travel Expenses/Travel Advance	10+	10+	10+	10+	10	5	3
Rentals & Leases-Annual Amount	5,000	3,000	1,000	250	100	25	--
Rentals & Leases-Aggregate Amount	50,000	30,000	5,000	750	200	50	--
	President	VP's Reporting To President	Richmond Function Heads (ROC) VP's Reporting To VP's	Directors ---- VP's Reporting To Richmond Function Heads	Plant Managers ---- Directors Reporting To Directors ---- Senior Department Managers Reporting To Richmond Functional Heads ---- Brand Managers	Senior Managers	First Line Managers

FC920080/10
02/25/92

2042022784



2042022785

Voucher Distribution List

Procedures

- Sent to Program Manager by Accounting Department once or twice a month.
- Program Manager reviews.
- Program Manager makes adjustments with designated Accounting Department contact.
- Program Manager submits with comments as needed to Group Manager as an FYI.
- Group Manager returns to the Program Manager for filing.

2042022786

10/01/92
RPT=JMA12012X0

PHILIP MORRIS U.S.A.
VOUCHER DISTRIBUTION REPORT BY PROJECT CODE
(SORT SEQ: PROJECT CODE, BRAND CODE, GL CODE, COST CENTER, EXPENSE)

PAGE 13

ACCTNO	VENDNO	VENDNAME	LN	INVNO	PONO	VOUCHER	PART NUMBER/DESCRIPTION	DISTAMT
044041	440116E910	315253 NEW YORK TELEPHONE	1	6972296MAY		254528		460.63
EXP TOTAL								460.63
044137	440116E910	331396 LIN PAC FLEXIBLE PAC	1	13845	N80608	252776	\$ 71775	6,942.00
044137	440116E910	328480 DELTA APPAREL	1	80846	Y12588	253232	\$ INC-54601	2,068.00
044137	440116E910	328480 DELTA APPAREL	2	80846	Y12588	253232	\$ INC-54602	3,828.00
044137	440116E910	328480 DELTA APPAREL	3	80846	Y12588	253232	\$ INC-54603	2,436.00
044137	440116E910	310124 HENSCHEL-STEINAU, IN	1	26530	J11834	253585	\$ 71780	1,995.25
044137	440116E910	310778 GRAPHIC CONCEPTS	1	19016		254063		105.00
044137	440116E910	310020 LITHOTRONICS	1	14549	N80770	254214	\$ PRT-71738	8,490.00
044137	440116E910	310020 LITHOTRONICS	2	14549	N80770	254214	\$ PRT-71746	8,490.00
044137	440116E910	310020 LITHOTRONICS	3	14549	N80770	254214	\$ PRT-71747	8,490.00
044137	440116E910	310020 LITHOTRONICS	1	14550	N80770	254222	\$ PRT-71737	4,956.30
044137	440116E910	310020 LITHOTRONICS	2	14550	N80770	254222	\$ PRT-71781	4,956.30
044137	440116E910	310020 LITHOTRONICS	3	14550	N80770	254222	\$ PRT-71782	4,956.30
044137	440116E910	317303 M E R PROMOTIONS INC	1	12256	N80769	254558	L 00100000	10,448.83
044137	440116E910	310778 GRAPHIC CONCEPTS	1	18321	N79702	254724	\$ PRT-71740	2,838.00
044137	440116E910	310778 GRAPHIC CONCEPTS	2	18321	N79702	254724	\$ PRT-71744	379.80
044137	440116E910	310778 GRAPHIC CONCEPTS	3	18321	N79702	254724	\$ PRT-71741	3,280.00
044137	440116E910	310778 GRAPHIC CONCEPTS	4	18321	N79702	254724	\$ PRT-71742	3,685.00
044137	440116E910	310778 GRAPHIC CONCEPTS	5	18321	N79702	254724	\$ PRT-71743	4,780.00
044137	440116E910	310778 GRAPHIC CONCEPTS	1	18325	N79702	254729	\$ PRT-71740	279.28
044137	440116E910	310778 GRAPHIC CONCEPTS	3	18325	N79702	254729	\$ PRT-71741	443.82
044137	440116E910	310778 GRAPHIC CONCEPTS	4	18325	N79702	254729	\$ PRT-71742	181.32
044137	440116E910	310778 GRAPHIC CONCEPTS	5	18325	N79702	254729	\$ PRT-71743	646.80
EXP TOTAL								84,696.00
044203	440116E910	311677 MARSHALL ERIC	1	892-E		254073		562.50
044203	440116E910	311677 MARSHALL ERIC	1	929-A11		256311		1,150.00
044203	440116E910	311677 MARSHALL ERIC	1	992-C#2		256312		162.50
044203	440116E910	327174 CREATIVE FREELANCERS	1	4340		257228		392.41
044203	440116E910	310444 ADVERTISERS PHOTOPRI	1	2594		257238		276.04
044203	440116E910	310444 ADVERTISERS PHOTOPRI	1	2596		257239		778.40
EXP TOTAL								3,321.65
044253	440116E910	330079 DELPHI	2	002036	N80872	255820	L 00200000	1,200.00
044253	440116E910	330079 DELPHI	1	03179201	N80872	255822	L 00100000	910.00
EXP TOTAL								2,110.00
044271	440116E910	331220 SOUTHERN SHOWS, INC.	2	JUL92EXP	HM0443-92	255591	L 00200000	9,439.62
EXP TOTAL								9,439.62
044272	440116E910	331220 SOUTHERN SHOWS, INC.	1	SLP92FEE	HM0443-92	256233	L 00100000	26,250.00
EXP TOTAL								26,250.00
044274	440116E910	310388 STRUCTURAL DISPLAY	1	64603	HM0524-92	253546	L 00100000	117,071.23
044274	440116E910	310388 STRUCTURAL DISPLAY	1	64604	HM0524-92	253552	L 00100000	27,442.94
EXP TOTAL								144,514.17
044472	440116E910	330751 HUAMAN ALICIA G.	1	SEP92FEE	HM0384-92	253035	L 00100000	
044472	440116E910	327883 LUFFIG MARGOT	1	SEP92FEE	HM0144-92	253037	L 00100000	

2042022787

10/01/92
RPT=LMA12012XD

PHILIP MORRIS U.S.A.
VOUCHER DISTRIBUTION REPORT BY PROJECT CODE
(SORT SEQ: PROJECT CODE, BRAND CODE, GL CODE, COST CENTER, EXPENSE)

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ACCTNO	VENDNO	VENDNAME	LN	INVNO	PONO	VOUCHER	PART NUMBER/DESCRIPTION	DISTANT
044472	440116E910	327752 LUMONACO MISSY	1	SEP92FEE	HM0145-92	253077	L 001C0000	
044472	440116E910	330751 HUAMAN ALICIA G.	2	JUN/AUG92EXP	HM0384-92	253967	L 002C0000	184.10
044472	440116E910	327883 LUTIG MARGOT	2	AUG92EXP	HM0144-92	254265	L 002C0000	410.55
044472	440116E910	327752 LUMONACO MISSY	2	AUG92EXP	HM0145-92	254288	L 002C0000	274.90
044472	440116E910	330617 SCHNOCK CATHERINE A.	1	SEP92FEE	HM0373-92	254298	L 002C0000	
044472	440116E910	327752 LUMONACO MISSY	2	SEP92EXP	HM0145-92	255899	L 002C0000	281.40
EXP TOTAL								16,050.55
044653	440116E910	310190 URBAN OFFICE PRODUCT	1	17665-0		254461		24.36
EXP TOTAL								24.36
CLTR TOTAL								553,567.10
GLCODE TOTAL								553,567.10
BRAND TOTAL								553,567.10
PROD TOTAL								553,567.10

11/11/92

11/11/92

11/11/92

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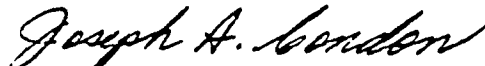
INTER - OFFICE CORRESPONDENCE
Richmond, Virginia

To: Financial Policy Holders Date: September 3, 1991
From: J. A. Condon
Subject: Policy Revision - Business Gifts

Enclosed is the updated Business Gifts Policy No. 02-200 which contains the following revisions:

1. The local function head can now approve gifts under \$100 to non-employees and gifts under \$100 to an employee or their immediate family member due to serious illness.
2. The maximum value of gifts allowable under company established plans was increased to \$250.
3. The Payroll Department must be contacted prior to the establishment of any future P.M. employee award/prize program in order to advise on the withholding tax requirements.
4. Company paid parties in honor of an employee transfer that involves relocation are allowable.

It is the responsibility of each Financial Policy Holder to ensure that all policy guidelines are communicated to and followed by employees in their area. Therefore, if there are any questions concerning this policy, please contact John Scott, Financial Controls, Finance Center (ext. 7433).


J. A. Condon

/bw
gifts

Enclosure

2042022790

PHILIP MORRIS

FINANCIAL MANUAL

POL. NO.:	02-200	PAGE:	1 of 5
ISSUE DATE:	September 3, 1991	SUPERSEDES:	August 1, 1990
SUBJECT:	BUSINESS GIFTS		
APPROVALS:	<i>[Signatures]</i>		

PURPOSE

To define Philip Morris U.S.A.'s policy with regard to business gifts.

POLICY

PM-USA operates in accordance with the provisions of the Business Conduct policy of Philip Morris Companies, Inc. All gifts made by PM-USA employees must be in accord with generally accepted business practices, and comply with the policy of the organizations employing the recipient and with the guidelines set forth in this policy.

SCOPE

This policy applies to all employees at all locations of PM-USA and must be administered by the Department Heads of each functional area.

APPROVALS

1. Gifts of flowers under \$100 to non-employees require written approval of the local function head. All other commitments for any non-employee gift under \$200 must have the written approval of an Officer of PM-USA. Region Directors may give written approval for gifts (not exceeding \$100) as allowed within the "Scope" of this policy.
2. All commitments for any non-employee gift from \$200 up to \$750 must have the prior written approval of the most senior New York based functional Vice President of PM-USA.
3. In the case of gifts to non-employees with a cost exceeding \$750 made openly in public presentations, the approval of the President and CEO of PM-USA will be required.
4. Gifts to employees are discouraged. The special circumstances where a gift may be appropriate are outlined in the "Guidelines" section of this policy. Gifts of flowers under \$100 must have the written approval of the local function head. All other gifts to employees, or their immediate family members, must have the prior written approval of an Officer of PM-USA. The Region Directors may approve gifts not exceeding \$100 to employees of the Field Sales Force. A quarterly report of all such gifts (gifts to Field Sales Force employees) will be prepared by the Cash Disbursements Department (Richmond) and submitted to the Vice President of Field Sales for approval.

2042022791

SUBJECT: BUSINESS GIFTS

POL NO:	PAGE:
02-200	2 of 5
ISSUE DATE:	SUPERSEDES:
September 3, 1991	August 1, 1990

5. Specific prior approval of the PM-USA President and Chief Executive Officer and of the Office of the PM Companies, Inc. General Counsel must be obtained when any gift or award is proposed to be given to any employee of a domestic government agency, an employee of a foreign government, or any elected or appointed public official or immediate family member. Gifts to officials of foreign governments should be rare and be of nominal value and presented openly.

GUIDELINES

1. Definition - A gift is anything of value that is bestowed voluntarily and without compensation. It may be in the form of statues, jewelry, books, paintings, wares, entertainment, services, the use of property or facilities or other form. When made, gifts must be in accord with normally accepted business practices and comply with the policy of the organization employing the recipient. The making of such gifts should be legal and in accord with generally accepted ethical practices in all governing jurisdictions. Any questionable situation must be reviewed with the PM-USA General Counsel prior to making the gift. Items which are considered gifts are as follows:
 - Gifts to Company employees upon retirement.
 - Flowers, except when given in the event of death of an employee or an employee's immediate family member (i.e., parent, spouse, son, or daughter).
 - Candy, liquor, and fruit of nominal value given for personal consumption.
2. Exclusions - Gifts do not include the following:
 - Cigarettes intended for sampling and promotional items of nominal value with product or Company identification. For purposes of this exclusion, promotional items are of a nature available to and used by the Field Sales Force.
 - The purchase of theater tickets and tickets to sporting events may be entertainment or gifts depending on the circumstances. The cost of attendance at a show or sporting event for a Philip Morris employee with a customer or other third party will be considered entertainment expenses, and therefore, not subject to this policy, but will be subject to the Expense Account policy (No. 02-100). The cost of those same tickets presented to a customer, or third party, for use unaccompanied by a Philip Morris employee are to be considered a gift.

2042022792

SUBJECT: BUSINESS GIFTS

POL NO:	02-200	PAGE:	3 OF 5
ISSUE DATE:	September 3, 1991	SUPERSEDES:	August 1, 1990

- Common business courtesies such as payment for a typical lunch or dinner in connection with a business meeting, are to be considered a normal business item and subject to the Expense Account policy (No. 02-100).
- Gratuities and tips which are customary practice should be handled in accordance with the Expense Account policy (No. 02-100).
- PM-USA Plans such as service awards, scholarships, etc.
- Gifts made under company established plans such as Action Cost Team recognition, patent awards, smoking panel, safety awards, sports trophies, etc. Such company established plans must have the prior written approval of the senior functional head. Gifts or awards are not to exceed \$250 per individual per plan.

Note: Prior to the establishment of any award/prize program, the Payroll Department should be contacted so that they may advise as to the withholding tax requirements involved.

3. Employee Gifts

- (a) Gifts to employees, or their immediate family members, or parties for employees, paid at Company expense, should be rare and given only in the following circumstances:
- (1) Serious illness of an employee or their immediate family member. The local function head is responsible for insuring that only one gift per illness, with a cost not to exceed \$100, is given at company expense.
 - (2) One retirement gift of up to \$500 may be given to an employee with the prior approval of an Officer of PM-USA and the Employee Relations department.
 - (3) Mementos given to employees, officers, and directors at internal conferences and meetings, unless they qualify as exclusions, (e.g., promotional items and cigarettes intended for sampling).
 - (4) Parties in honor of a transfer that involves employee relocation. Gifts upon such an occasion are the personal responsibility of the giver(s) and will not be paid for by the Company.

2042022793

SUBJECT: BUSINESS GIFTS

POL NO.:

02-200

PAGE:

4 OF 5

ISSUE DATE:

September 3, 1991

SUPERSEDES:

August 1, 1990

- (b) Occasions where Company paid gifts to or parties for employees are prohibited include weddings, birthdays, childbirth, wedding and bridal showers, promotions and employee transfers that do not involve employee relocation. Gifts and parties for employees for these occasions are the personal responsibility of the giver(s) and will not be paid for by the Company..
4. Restrictions - Gifts made by PM-USA employees at company expense are restricted as follows:
- No gift in the form of cash or its equivalent may be given regardless of amount. NOTE: Gift Certificates are considered to be cash equivalents.
 - It is the general policy that each employee evaluate the circumstances which evoked the giving of the gift and determine whether it is in the best interest of the company and a customary industry practice before the expenditure is initiated. If an employee has any doubt about the legality of the gift, he should consult the PM-USA General Counsel.
 - In no event shall any gift exceed \$750. This limitation shall not apply to gifts (excluding gifts to employees) made openly and in public presentations, the nature of which indicates that the gift is made to an individual acting on behalf of his entity.

DOCUMENTATION

1. A Purchase Requisition must be prepared for all gifts purchased. Each requisition should clearly describe the item and the organization or business entity that is to be the recipient of such gifts. All purchases must be made in accordance with the company's purchasing procedures. In those circumstances where it is impractical to make such purchases through the Purchasing Department, it is acceptable for the employee to submit the expenditure on his expense report provided it is properly described as a gift and supported by an invoice which clearly indicates the recipient of the gift.
2. Account No. 452, Business Gifts, has been established to accumulate the cost of such expenditures, and this account number should be placed on the initiating disbursement document by the party approving the payment.

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POL NO:	02-200	PAGE:	5 OF 5
ISSUE DATE:	September 3, 1991	SUPERSEDES:	August 1, 1990

SUBJECT: BUSINESS GIFTS

REPORTING

1. The PM-USA Controller will provide the Vice President of Finance and Administration, within thirty working days after each semiannual period, a listing of all gifts made during the respective period, setting forth the donor, recipient, business organization, reason for the gift and amount. This report must be signed by the PM-USA President and Chief Executive Officer and copies submitted to the PM Companies, Inc. Vice President and Chief Financial Officer and to the PM Companies, Inc. General Counsel.
2. The appropriate instructions and format for reporting is attached (Exhibit A and A-1). A negative report should be issued if there are no gifts. Gifts below \$50 per recipient on an annual cumulative basis need not be reported individually but must be reported on an aggregate basis and must comply with this policy.
3. The reports for January through June are due to PM Companies, Inc. the last working day in July and the report for the year is due the last working day in January.

RELATED POLICIES

Section 02-100	Expense Accounts
Section 05-100	Standards of Business Conduct

2042022795

REPORTING INSTRUCTIONS

1. All columns must be completed.
2. Under donor, list the name of the department head or corporate officer who approved the gift.
3. An item should be reported only by the entity which ultimately bears the charge.
4. Reports should be cumulative by recipient within each year.
5. A negative report should be submitted if there are no gifts.
6. Any gifts below \$50.00 per recipient on an annual cumulative basis need not be reported individually but must be reported on an aggregate basis and must comply with this policy and appropriate operating company approval requirements.
7. Reports covering the period January through June are due the last working date in July and the report for the year is due the last working day in January.

EXHIBIT A

2042022796



2042022797

PHILIP MORRIS MANAGEMENT CORP.

INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

TO: ALL DEPARTMENT HEADS
FROM: Elizabeth A. Claypool *ELC*
SUBJECT: Voucher Car Service Procedures

DATE: January 18, 1991

RECEIVED

JAN 18 1991

DEANE WEISSMAN

Kindly distribute the attached guidelines for voucher car use to all the exempt employees in your department.

Your cooperation in this matter is greatly appreciated.

2042022798

PHILIP MORRIS MANAGEMENT CORP.

INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

TO: All NYO/Rye Brook Employees
FROM: Elizabeth A. Claypool *ELC*
SUBJECT: Voucher Car Service Procedures

DATE: January 18, 1991

EXEMPT EMPLOYEES ONLY

Attached for your convenience are procedural guidelines to be used by Philip Morris exempt employees making reservations for voucher car services directly. These procedures are intended to facilitate your ground transportation requests and to ensure that you are properly serviced.

A list of car voucher services is included and are the only services approved for use by Philip Morris employees. All other accounts previously held by individual departments have been cancelled as of midnight tonight, January 18, 1991.

While you are authorized to make direct reservations for voucher car services, requests for sedan car, town car and limousine services as defined in the Ground Transportation Service Policy must be made through the Travel Services Department.

Should you have any questions please call me at extension 4063.

2042022799

PHILIP MORRIS TRAVEL SERVICES DEPARTMENT
PROCEDURES FOR BOOKING VOUCHER CAR SERVICE
"EXEMPT" EMPLOYEES ONLY

Procedures for Philip Morris EXEMPT employees requiring voucher car service payable by credit card are as follows:

1. In order to call these services directly, refer to the Approved Voucher Car Services listing below:

Aristacar	(718) 204-9800 (718) 204-9880
Big Apple	(718) 236-3611 (800) 251-5001
CitiCar	(718) 361-5252
Clinton Executive	(914) 237-0195
T W R	(212) 431-1904
Vital	(718) 472-2800 (800) GO VITAL

2. When booking your reservation with the voucher car service:
 - a) Always identify yourself as a Philip Morris employee and reference our ID/account number 123C. This account number indicates that special terms have been arranged to ensure service and allow you to pay by credit card.
 - b) Provide your credit card number and the expiration date. All major credit cards are accepted.
 - c) Provide the car service with the address of your points of origin and destination and be sure to advise them if your trip includes any stops.
3. When exiting the car, review your charges and request your credit card receipt from the driver.

NOTE: Charges are calculated by zone, all service charges, parking, tolls and gratuities are inclusive.

January 1991

2042022800



2042022801

PHILIP MORRIS U.S.A.

INTER-OFFICE CORRESPONDENCE
120 PARK AVENUE, NEW YORK, N.Y. 10017

TO: ~~Ina Bloeman~~
Meg Meurer
Edna Moore

DATE: January 7, 1991

FROM: Leo P. McCullagh

RECEIVED

JAN 07 1991

SUBJECT: New Policy for Ground Transportation

DEANE WEISSMAN

Attached is a copy of the new ground transportation policy effective January 14. All of the procedures and guidelines of this new policy are explained in the memo, but to summarize briefly:

- No exempt personnel will be allowed to use car vouchers from January 14th.
- Exempt employees who do use voucher car services (e.g., Citicar) will be required to call the car service to schedule pickup and pay for this directly with their credit card number. The cost of this will be reimbursed through their expense statement.
- Secretaries will be issued car vouchers if they work past 7:00 PM. Voucher receipts must be turned in to Barbara Serpe.

Please review and distribute to your staff.

cc: E. Bruce



2042022802

PHILIP MORRIS COMPANIES INC.

INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

TO: ALL DEPARTMENT HEADS
FROM: D. Eric Pogue
SUBJECT: Ground Transportation Services Policy

DATE: January 14, 1991

JAN 4 1991

L. P. McCULLACH

Attached for your use is a copy of the revised Ground Transportation Services Policy. This policy establishes procedures and guidelines for the use of all ground transportation arrangements for Philip Morris New York and Rye Brook office employees.

The most significant change is the elimination of master billing for all ground transportation. Each trip must now be paid for upon arrival at the destination with a credit card and submitted for reimbursement with a completed expense account form.

The only exception to the above form of payment is the use of vouchers by non-exempt employees for voucher cab services. New vouchers will be available through the Travel Services Department on Wednesday, January 9, 1991, in accordance with the guidelines of this policy and practices, established by the Finance Department. A request form for the new vouchers is attached that requires approval by a director-level or above position.

Any vouchers that are currently held will no longer be valid or accepted by the voucher cab companies after Sunday, January 14, 1991.

Any questions regarding this policy should be directed to Elizabeth A. Claypool, Manager, Travel Services Department, Extension 4063 (NYO).

DEP/nm

Attachments

0541

2042022803

Effective Date:
January 2, 1991

GROUND TRANSPORTATION SERVICES POLICY

PURPOSE

It is the policy of Philip Morris Companies Inc. to provide its employees with safe and efficient ground transportation while conducting company business. This policy is intended to establish criteria and procedures for utilizing the various sources of this ground transportation.

SCOPE

This policy is applicable for use by all Philip Morris employees at the New York City and Rye Brook locations.

PROCEDURAL GUIDELINES

The use of these approved ground transportation sources will be limited to those instances when authorized employees are conducting company business.

All arrangements for such services must be coordinated through the Travel Services Department. The most cost effective and appropriate service will be chosen.

When appropriate, multiple passenger scheduling will be done. The employee traveling the farthest distance will pay for all passengers.

A listing of those authorized vendors for the New York Metropolitan area will be provided to each department head to ensure employee compliance.

DEFINITIONS

Authorized ground transportation services are defined as:

- LIMOUSINE - 4+ passenger luxury vehicle
(i.e., full size/stretch Cadillac)
- TOWN CAR - 3 passenger luxury vehicle
(i.e., Lincoln Town Car)
- SEDAN CAR SERVICE - 3 passenger moderate usage vehicle
(i.e., Mercury Marquis, Lincoln Town Car or similar vehicle type)
- VOUCHER CAB - 3-4 passenger, high usage vehicle
(i.e., Ford Crown Victoria, Lincoln Town Car or similar vehicle type)

2042022804

Effective Date:
January 2, 1991

USE OF GROUND TRANSPORTATION SERVICES

LIMOUSINE AND TOWN CAR USAGE - NEW YORK CITY & RYE BROOK PERSONNEL

Vice Presidents and above of Philip Morris are authorized to utilize limousine services for business travel and entertainment. However, voucher cars are encouraged within New York City and town car/sedan services for all other cases.

Limousines will also be scheduled by Travel Services when deemed appropriate to take advantage of the larger capacity vehicles for carrying multiple passengers.

No other employees are authorized to hire limousine services without the prior written approval of a Vice President or above.

SEDAN CAR SERVICE USAGE - NEW YORK CITY & RYE BROOK PERSONNEL

- o For Travel Between Metropolitan Area Airports And Employee Residences Outside of New York City And Its Boroughs.

For all other employees, sedan car service is authorized for travel between one of the metropolitan area airports and an individual's home when conducting company business. However, airport shuttle services, voucher cabs and local taxis are encouraged whenever practical and cost effective. For Rye Brook personnel only, the use of car rentals should also be considered.

On occasion, sedan car services may substitute full size limousines for sedans when it is advantageous to the car company for scheduling, maintenance or other reasons. However, when this occurs, the charges to Philip Morris will still reflect the rates for a sedan.

For ground transportation within NYC and its boroughs, please refer to the "voucher cab and taxi cab usage" section below.

VOUCHER CAB AND TAXI CAB USAGE - NEW YORK CITY - PERSONNEL

- o For Travel Within New York City And Its Boroughs And Between New York City And Its Boroughs And Metropolitan Area Airports.

These services should be used in conjunction with business travel within the New York City area or from 100/120 Park Avenue to either LaGuardia, Newark, Westchester County, Teterboro, or JFK International Airport. They also may be used for transportation to or from one of the metropolitan airports to an individual's home.

2042022805

Effective Date:
January 2, 1991

This transportation may also be utilized when traveling home from the office if an employee works after 7:00 pm. It may also be used when a business appointment is not accessible by mass transit. Both situations must be approved by a director or above prior to the usage.

When conducting company business between 100/120 Park and Rye Brook, the use of Mass transit is the approved method of transportation. However, if this is not practical, voucher cab service may be used with prior approval by a director or above.

SEDAN CAR SERVICE, VOUCHER CAB AND TAXI CAB USAGE - RYE BROOK PERSONNEL

This transportation may be utilized when traveling home from the office if an employee works after 7:30 pm as a company provided shuttle service is available until that time. It may also be used when a business appointment is not accessible by mass transit. Approval by a director or above is required prior to usage.

APPROVALS AND PAYMENT

At the completion of each trip all exempt employees must pay the ground transportation service directly with a credit card and use an expense account filing to be reimbursed.

Only non-exempt employees are eligible to use a company provided voucher for transportation to and/or from their home if appropriate and approved by a director or above. A voucher form can be obtained from each department head. Instructions governing the controls and usage of these forms have been prepared by the Accounting Department and are attached.

LIMITATIONS

No limousine or car service will be used for any travel greater than 150 miles round trip. The Travel Services department will arrange other suitable transportation for those trips. All departments are encouraged to consider other less costly modes of transportation where practical such as rental car, personal vehicle, public transportation, or local taxi.

2042022806

Effective Date:
January 2, 1991

GROUND TRANSPORTATION POLICY SUMMARY

ALL ARRANGEMENTS FOR GROUND TRANSPORTATION SERVICES MUST BE COORDINATED THROUGH THE TRAVEL SERVICES DEPARTMENT.

ELIGIBLE EMPLOYEE	APPROVED VEHICLE TYPE	TRAVEL TO/FROM NY AREA AIRPORTS	TRAVEL BETWEEN NYC & RYE BROOK	BUSINESS APPT./ ENTERTAINMENT/ TRAVEL WITHIN NYC/BOROUGHES	100/120 & RYE BROOK TO HOME - AFTER HOURS
VP & ABOVE	LIMOUSINE/TOWN CAR, SEDAN CAR SERVICE, VOUCHER CAB	LIMOUSINE/TOWN CAR SEDAN CAR SERVICE OR VOUCHER CAB WHEN PRACTICAL	LIMOUSINE/TOWN CAR SEDAN CAR SERVICE & VOUCHER CAB WHEN PRACTICAL	LIMOUSINE/TOWN CAR SEDAN CAR SERVICE, WHEN PRACTICAL	NYC - AFTER 7:00PM RYE BROOK - AFTER 7:30PM LIMOUSINE/TOWN CAR, SEDAN CAR SERVICE, VOUCHER CAB
ALL OTHER EMPLOYEES	VOUCHER CAB AND TAXI CAB SERVICE. SEDAN CAR SERVICE, WITH PRIOR DIRECTOR APPROVAL	<u>OUTSIDE NYC & BOROUGHES:</u> AIRPORT SHUTTLE SERVICES, SEDAN CAR SERVICE - FOR RYEBROOK: INCLUDE CAR RENTAL. <u>WITHIN NYC & BOROUGHES:</u> AIRPORT SHUTTLE SERVICES, VOUCHER CAB AND TAXI CAB SERVICES	MASS TRANSIT; IF NOT PRACTICAL, VOUCHER CAB	VOUCHER CAB SERVICE, TAXI CAB SERVICE, SEDAN CAR SERVICE, WITH PRIOR DIRECTOR APPROVAL	NYC - AFTER 7:00PM RYE BROOK - AFTER 7:30PM VOUCHER CAB SERVICE WITH PRIOR DIRECTOR APPROVAL. PLEASE NOTE: ONLY NON-EXEMPT EMPLOYEES ALLOWED TO USE PHILIP MORRIS VOUCHERS

LIMITATIONS:

NO LIMOUSINE OR CAR SERVICE CAN BE USED FOR ANY TRAVEL GREATER THAN 150 MILES ROUND TRIP.

2042022807

Instructions for Control and Safeguarding of Car Vouchers
and for the Record Keeping of the Car Voucher Log

1. It is the responsibility of the Travel Services Department to issue car vouchers to department heads for use by Philip Morris non-exempt employees.
2. After receipt of the vouchers from Travel Services, the department head is responsible for maintaining control of the vouchers and keeping proper records. The department name and expense code must be entered prior to distribution.
3. The department head should issue and record all vouchers in sequential order.
4. After a non-exempt employee uses the voucher, they must return the passenger copy to the department head, as soon as possible.
5. If an employee does not use the voucher, the unused voucher should be returned to the department head as soon as possible.
6. On the last day of each month, each department head must submit their car voucher log to Travel Services. Additional vouchers will not be issued to any department head until the prior month's log and the passenger copies of used vouchers are submitted back to Travel Services.
7. The following information should be recorded on the log:
 - * Voucher number
 - * Date issued
 - * Name of recipient of voucher
 - * Origin and destination of trip

2042022808

PHILIP MORRIS MANAGEMENT CORP.

INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

TO: All Department Heads

DATE: February 3, 1992

FROM: H. Millington

SUBJECT: PETTY CASH REIMBURSEMENT POLICY

To conform with Corporate policy, the guidelines that should be followed for petty cash reimbursements are:

- Petty cash vouchers should be used only for miscellaneous, non-recurring expenses that do not exceed \$25.00. Expenses exceeding \$25.00 must not be split, but should be submitted for reimbursement on a travel expense report.
- All expenses must be approved by an immediate supervisor who has Corporate monetary approval authority.
- Petty cash vouchers should not be approved by subordinates regardless of their monetary approval authority.

The Corporate cashier will review petty cash vouchers for adherence to this policy. Petty cash vouchers that are not in compliance will not be cashed.

If you have questions regarding this policy, please call either Joan Fox (ext. 3021) or Gregory Greene (ext. 3239).



\\DW4\GREENE\PETTYCAS.DOC

2042022810

ADVERTISING AGENCY

2042022811

2042022812

Creative Request

Components

- Date
- Name of recipient
- Name of requestor
- Project name
- Overview
- Target
- Communication Objectives
- Element(s)/Size(s)
- Copy specifics/Legal requirements
- Special instructions
- POS code number(s)
- Due date(s)
- Copies to :
 - Manager
 - Group Manager
 - Director
 - Brand Manager

2042022813



2042022814

PHILIP MORRIS USA**INTER-OFFICE CORRESPONDENCE**

120 PARK AVENUE, NEW YORK, NY 10017-5592

TO: Janice Mabie
Liz Bromberg
Rodney Robinson

FROM: Michelle Marcisak

SUBJECT: Merit Bowling Creative Brief

DATE: April 8, 1993

cc: Ina Broeman
Bob Ferrin
Jay Kenney
Erin Martin
Chris McAuliffe
Edna Moore
Norma Suter
Nancy Zimbalist

The following requests the development of creative materials for the Merit Bowling Program.

BACKGROUND

Merit will be sponsoring a grass roots tournament conducted in 2,000 bowling centers around the country from September through December 1993. Bowlers will enter the tournament at their local bowling center with the ultimate goal of reaching the \$125,000 Pro/Am Championships held in Las Vegas, Nevada - where they will bowl with the pros for \$125,000 in prize money. (Please see attached Program Description). It is estimated that the program would reach 750,000 bowlers -- 40% of whom are smokers -- in a smoker-friendly environment.

OBJECTIVES

- Reach Merit smokers in a smoker-friendly environment consistent with the brand character and demographics
- In lieu of advertising, enhance brand image among both Merit and competitive smokers
- Generate incremental sales of Merit
- Generate names for the database

STRATEGIES

- Sponsorship of the \$125,000 Pro/Am Championship and \$200,000 Professional Mixed Doubles Championship
- Magazine and regional newspaper advertising
- Targeted FSI promotion offering a free game of bowling with proof of two pack purchase

RATIONALE

By sponsoring bowling, Merit has the opportunity to reach the 40% of adult bowlers who smoke in a smoker-friendly environment. It is estimated that the program will reach 750,000 bowlers.

2042022815

BRAND POSITIONING STATEMENT

To smokers who are concerned about tar and nicotine, but don't want to sacrifice taste, Merit is the low-tar cigarette that doesn't compromise on taste because Merit delivers flavor out of proportion to tar.

BRAND CHARACTER

Merit is down-to-earth, straightforward and confident.

AUDIENCE

Male and female bowlers, age 21+, who smoke.

ASSIGNMENT

- Create a Merit Bowling promotion logo utilizing the Merit brand name and colors. The logo will appear on such items as letterhead, envelopes, posters, banners, etc. - so it should be more horizontal than vertical. The logo should be light, crisp and fun in tone yet consistent with the "brand character". Use Merit colors: oranges, yellows, browns, blues. Please use no more than four colors (PMS colors).
- Create a slogan to be used in bowling promotion-themed advertising and on support materials.
- Create art and keyline for a Merit Bowling themed advertisement.
- Create art and keylines for the following Merit Bowling support materials:

- ♦ **MERIT BOWLING LARGE POSTER (Generic)**

Size: 40" high x 27" wide

Quantity: 6,000

Purpose: To draw the attention of the amateur bowler to the tournament, inform them about the prize money, trip and chance to bowl with the pros; and send them to the front desk to pick up the brochure for more details.

Should communicate the following:

Primary: You (the amateur bowler) can win a fabulous bowler's "dream come true" from Merit Cigarettes. Include a call to action.

Secondary: Prize Money, Trip to Las Vegas, Chance to Bowl with the Pro's.

Must Include: Participants must be 21 years or older.

Other: Possibly incorporate pack-shot into poster (checking with legal)

- ♦ **MERIT BOWLING COUNTER CARD**

Size : 10"(h) x 18"(w)

Quantity: 6,000

Purpose: To hold brochures, encourage amateur bowlers to take one and generate excitement about the program.

Should communicate the following:

Primary: You (the amateur bowler) can win a bowler's "dream come true" from

2042022816

Merit Cigarettes.

Secondary: Take brochure for all the information you need and coupons for a free game of bowling with two pack purchase and Buy One Get One Free.

♦ **MERIT BOWLING BROCHURE**

Size: 8 1/2 " (h) x 12" (w) - Folds to 8 1/2" (w) x 4" (h)

Quantity: 500,000

Purpose: To communicate details of the program, incent pack sales through coupons and generate names for the database

Should communicate the following:

Primary: Program details, Participants must be 21+

Secondary: Coupons (B1G1F) and free bowling game with 2 UPC's

Other: Incorporate 2 coupons (One B1G1F exp. 3/31/94 and one for two UPC's, free game of bowling, exp. 12/31/93).

Use more than one color on one side only (the outside) - inside should be black or one PMS color.

♦ **MERIT BOWLING STICKERS FOR VENDING MACHINES**

Size: 4"x4"

Quantity: 5,000

Purpose: To inform cigarette purchaser that if they buy two packs of Merit, they get a free bowling game.

Should communicate the following:

Primary: Buy two-packs, get a free game

Secondary: See front desk for brochure with more information on Merit Bowling Pro/Am

NEXT STEPS

- Discuss promotion and budget.
- Develop initial art on tissue.

2042022817

TIMELINE

Date

Activity

April 5

Merit Bowling Logo Tissue due.

Keyline for logo sheet (B/W and color) due ASAP after approval of logo.

April 16

Tissues for the following due:

- Merit Bowling Slogan
- Merit Bowling Large Poster
- Merit Bowling Counter Card
- Merit Bowling Brochure
- Merit Bowling Stickers for Vending Machines
- Merit Bowling-themed Advertisement

May 3

Keylines for the following due:

- Merit Bowling Large Poster
- Merit Bowling Counter Card
- Merit Bowling Brochure
- Merit Bowling Stickers for Vending Machines

May 10

Poster, Counter Card, Brochure and Vending Machine Stickers into production

2042022818

PHILIP MORRIS USA**INTER-OFFICE CORRESPONDENCE**

120 PARK AVENUE, NEW YORK, NY 10017-5592

TO: Jeff Hassman**DATE:****FROM:** Michelle Marcisak**CC:** Ina Broeman
Nancy Zimbalist
Cindy ShoreMike DePauw
Doug Ryan
Karen Gardner
Donna McNamara**RE:** P.O.S. REQUEST TO AGENCY
VIRGINIA SLIMS OF _____

Please provide keylines for the following P.O.S. pieces for the above tournament.

Circle: POSTER
COUNTER CARD
COUNTER CARD BROCHURE
PROGRAM COVER
SPECTATOR DRAWSHEET

Information should appear as follows:

Location:

(Stadium, City, etc.)

Date:

Presenter:

Circle One:

Presents

Presented by

Ticket Telephone #(s):

*Participating Sponsors:

Charity:

Due Date at PM:

Thank you.

*To appear on counter card brochure and spectator drawsheet only.

2042022820

PHILIP MORRIS USA

INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, NY 10017-5592

TO: Jeff Hassman

DATE: 12/2/92

FROM: Frank Dunne

CC: Ina Broeman
Nancy Zimbalist
Cindy Shore

Mike DePauw
Doug Ryan
Karen Gardner
Donna McNamara

RE: P.O.S. REQUEST TO AGENCY
VIRGINIA SLIMS OF HOUSTON

Please provide keylines for the following P.O.S. pieces for the above tournament.

Circle:

POSTER

COUNTER CARD

COUNTER CARD BROCHURE

PROGRAM COVER

SPECTATOR DRAWSHEET

Information should appear as follows:

Location:

Westside Tennis Club

(Stadium, City, etc.)

Houston, TX

Date:

March 22-28, 1993

Presenter:

(TBD by 12/11)

Circle One:

Presents

Presented by

Ticket Telephone #(s):

(713) 953-1111

*Participating Sponsors:

Lexus

Delta Airlines, Inc.

Charity:

Houston Tennis Association

Due Date at PM:

ASAP

Thank you.

*To appear on counter card brochure and spectator drawsheet only.

2042022821



2042022822

PHILIP MORRIS USA**INTER-OFFICE CORRESPONDENCE**

120 PARK AVENUE, NEW YORK, NY 10017-5592

TO: Jeff Hassman**DATE:****FROM:** Michelle Marcisak**CC:** Ina Broerman
Nancy Zimbalist
Cindy Shore
Sheila Banks-McKenzieMike DePauw
Donna McNamara
Karen Gardner
Doug Ryan**RE: AD SLICKS REQUEST
VIRGINIA SLIMS OF _____****DATE:** _____**LOCATION: STADIUM** _____
CITY, STATE _____**PRESENTER:** _____**CIRCLE ONE:****PRESENTS****PRESENTED BY****TICKET TELEPHONE #(S):** __________
(TicketMaster)**REQUIRED ROP SIZES (CIRCLE):**

SAU 3x10.5

SAU 5x7

SAU 6x10.5

FULL PAGE TAB

SAU 4x7

7x10 MAG

Other: _____

Player Names: _____

_____**Participating Sponsors:** _____

_____**Charity:** _____**Ship to:** _____

_____**Phone:** _____**Ads due to PM for approval:** _____

2042022823

PHILIP MORRIS USA**INTER-OFFICE CORRESPONDENCE**

120 PARK AVENUE, NEW YORK, NY 10017-5592

TO: Jeff Hassman

DATE: February 2, 1993

FROM: Michelle Marcisak

CC: Ina Broeman
Nancy Zimbalist
Cindy Shore
Sheila Banks-McKenzieMike DePauw
Donna McNamara
Karen Gardner
Doug RyanRE: **AD SLICKS REQUEST**
VIRGINIA SLIMS OF HOUSTONDATE: March 22-28, 1993LOCATION: STADIUM Westside Tennis ClubCITY, STATE Houston, TexasPRESENTER: K-Lite 93.7 FMCIRCLE ONE: PRESENTS PRESENTED BYTICKET TELEPHONE #(S): (713) 953-1111

(TicketMaster)

REQUIRED ROP SIZES (CIRCLE):

SAU 3x10.5SAU 5x7* 5" wide x 7" deep)SAU 6x10.5

FULL PAGE TAB

SAU 4x77x10 MAG**Other: 4 7/8 x 6 1/44/c ads for mag. please
note requirements as
noted on following pagesPlayer Names: SELES, CAPRIATI, MARTINEZ, MALEEVA-FRAGNIEREParticipating Sponsors: Cappio Iced CappuccinoWestside Lexus/Sterling McCall LexusCharity: Houston Tennis AssociationShip to: Virginia Slims of Houston10777 Westheimer, Suite 916Houston, TX 77042ATTN: Martha Claussen/Noel ScottPhone: (713) 953-1111Ads due to PM for approval: Jan. 13, 1992

2042022824

Revising
Approval Form

2042022825

ADVERTISING APPROVAL FORM

LEO BURNETT JOB INFORMATION

MISCELLANEOUS

ID No.* _____
Req. No. _____
Brand _____
Packing(s) _____
Title _____
Description _____
Area _____ Sq. In. Scale _____
Sched. Deliv. of Mechanical:** _____
Warning: Exh. _____ A B C D Quan. _____
T&N: Size _____ Quan. _____

*FTC ref. code

**Order date for promotional packaging

APPROVALS

Print Service _____
Database (DM only) _____
Agency Legal _____
Client Service _____
Brand _____
PM Legal _____
PM Legal Changes/Comments Date _____

Agency Legal _____

(Confirmation of changes above)

PM LEGAL

- To be prepared by agency and circulated for appropriate approvals.
- No mechanicals can ever be turned over to a vendor without the required Brand and Legal approvals.

2042022826

PUBLIC RELATIONS

2042022827

PR PLAN GUIDELINES

INTRODUCTION

- o A general overview of the public relations goals as they pertain to the event(s).
- o No more than two paragraphs.

OBJECTIVES

- o Briefly state the main objectives you have for publicity as they relate to the overall event sponsorship and brand objectives.
- o Check that you have not included in this area specific "strategies" you have developed to achieve your objectives.
- o Present no more than four objectives, presented in bullet form.

STRATEGIES

- o State what specific tactics you propose to accomplish your objectives. This includes creative ideas for publicizing the event, including the event(s) location, participants. It also may include use of the event city's resources such as landmark's, tourist attractions, local celebrities or other events happening at the same time.
- o Present strategies in bullet form.

PRESS RELEASES AND TOPICS

- o Identify release dates and subjects for all mailings including press releases, media alerts, teasers, media credential application forms and fact sheets.

2042022829

POTENTIAL STORY ANGLES

- o Present creative, innovative story ideas to maximize all elements of the event that have publicity value. Include story angles to appeal a broad range of media departments, including lifestyle, sports, food, business, fashion and money sections.

- o Ideas should vary to ideally receive maximum coverage in all media outlets.

- o This list should be as long as however many ideas you have. Also presented in bullet form.

CREATIVE PROMOTIONS/ANCILLARY EVENTS

- o This section should include publicity-driven promotions, photo opportunities, tie-ins to KGF events or products.

MEDIA DAYS

- o Make a recommendation for media day personalities; your first, second and third choice dates; and a suggested schedule of media interviews and personal appearances.

ESTIMATED BUDGET

- o Each contract agreement has an expense cap. This cap serves as the maximum allowable to be spent on *all* costs incurred throughout the entire length of the agreement -- not just the event dates. Be sure to include a line item for all event-related and day-to-day expenses.

- o Unless specifically negotiated, Philip Morris does not pay agency mark up charges.

- o The budget should be presented in bullet form. However, a brief explanation when necessary should accompany the item where needed. *Examples:* Media Center Equipment; Professional Services; Rental Equipment are all line items that need a more detailed description.

2042022830

LOGISTICS

- o Identify operational requirements and arrangements for food and beverage and equipment rental and installation, including pipe and drape, climate control, telephone, fax, copiers, etc.

TIMELINE

- o In a clear, readable calendar format all potential mailings, status reports, media days, ancillary events and major meetings should be outlined in a timeline.

SAMPLES

- o Any visual samples or pertinent articles should be included that accompany the creative story or promotion ideas sections of the plan. A sample postcard, fabric, photo of a location for an ancillary event or article on a local specialist that helps Philip Morris to better visualize your concept should be included in the back of the plan.

2042022831



2042022832

Press Release/Approval

Date:

Issued By:

Written By:

Promotion:

Release to Publicize:

Release to Be Released To:

Date of Release:

APPROVALS

PR MANAGER _____

EVENT MANAGER _____

GROUP MANAGER _____

DIRECTOR _____

VP (If a major release/or new program
release) _____

2042022833

Press Release/Approval

Date: February 2, 1993

Issued By: Emily Bruce

Written By: Cohn & Wolfe

Promotion: Marlboro Racing

Release to Publicize: New Driver for Marlboro Racing Team
Penske

Release to Be Released To: Local, Regional & National
Sports Media

Date of Release: February 7, 1993

APPROVALS

PR MANAGER _____

EVENT MANAGER _____

GROUP MANAGER _____

DIRECTOR _____

VP (If a major release/or new program
release) _____

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**On-Road
Consultants**

2042022836

On-Road Consultants Wrap-Up Reports

Components

- Introduction
 - Name of event
 - Dates
 - General Overview
- Advance publicity
 - Interviews
 - Ancillary functions
- During Event Publicity
 - Interviews
 - Functions
- Protest Activity
- Media Center Evaluation
 - Location
 - Equipment
 - Food
 - Interview area
- Media Seating
- Affiliate Evaluation
- Other Sponsor Activities
- Recommendations

2042022837



RECEIVED
JAN 26 1993
NANCY ZIMBALIST

TO: Distribution
FROM: Janine Goldberg
RE: Virginia Slims of Philadelphia Wrap-Up
DATE: January 10, 1993

INTRODUCTION

The \$350,000 Virginia Slims of Philadelphia was held at the Civic Center November 9-15, 1992. Attendance for the week totaled slightly more than 45,000 people, an increase over last year, but not up to where it should be based on the terrific field we had.

This year's tournament featured some of the best players, including Steffi Graf, Gabriela Sabatini, Jennifer Capriati and Arantxa Sanchez Vicario. Mary Joe Fernandez pulled out close to the event. Sunday's final featured Arantxa and Steffi, with Steffi winning.

With one year under her belt, Rebecca Ayars better understood what the tennis world is all about and how to best service all. The amount of publicity generated this year increased from last year and she had a terrific "name value" field to work with. With the announcement that Philadelphia will become a \$750,000 event in 1993, it will only get better in the future.

ADVANCE PUBLICITY

Media Luncheon

A "Media Fast Serve and Luncheon" was held on September 17 in front of the Rittenhouse Hotel, the official hotel for the tournament. A miniature tennis court was created and Rebecca secured two media personalities to participate in doubles. IMG secured two amateurs to pair with the media. All four players wore the old-fashion costumes from the Tennis Hall of Fame in Newport and they used the wooden racquets. Barbara Perry was on hand to fulfill interview requests and to talk about the Top 10 entries into the tournament.

From a publicity standpoint the event was a success. Rebecca responded to requests from three television stations as well as the local newspapers. Barbara Perry was able to talk to all the media.

IMG was responsible for laying down the court and hanging the banners.

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Draw

Once again, we were faced with the age old dilemma about what to do without a player to do the draw. We were going to ask Lisa Raymond, the local wild card, but she was not going to be in town. IMG and Rebecca came up with the idea to get a professional athlete from another sport in Philadelphia to conduct the draw at Ovations.

We ended up having Mike Golic of the Philadelphia Eagles as the guest of honor, joined by Arantxa Sanchez Vicario. Miniature footballs were used and both athletes were cooperative and did several interviews that day.

I think we should continue with this theme in other markets where they still want to do a formal draw and where it is difficult to get a top player to come in. Arantxa was not a planned attendee.

Advance Interviews

We were able to obtain some important advance interviews for Rebecca. The biggest one that we missed was with the Philadelphia Inquirer. Diane Puchin wanted to do a cover story on Jennifer Capriati, but Jennifer (through her agent, John Evert) was not willing to do the phoner. Following are the highlight advance interviews.

Mary Joe Fernandez: Philadelphia Inquirer Magazine (phoner)

Lori McNeil: Philadelphia Tribune (phoner)

Zina Garrison: Philadelphia Tribune (phoner)

Arantxa Sanchez Vicario: Times Herald (phoner)
Delaware County Daily Times (phoner)
La Actualidad (phoner)

Steffi Graf: Philadelphia Inquirer (participated in conference call
scheduled for the Championships)

Kathy Jordan: Main Line Magazine (phoner)
Times Herald (phoner)
Daily News (phoner)

Daily News: "players favorites" ran in the food section

Player Kick-Off Party

Rebecca generated some good publicity at the Sunday evening cocktail party held at the Rittenhouse Hotel to welcome the players. Mayor Ed Rendell was on hand to give Barbara Perry a proclamation. A few media outlets got either a photo or a brief interview with the top players that attended including Steffi Graf, Jennifer Capriati and Arantxa Sanchez Vicario.

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TOURNAMENT PUBLICITY

It seemed like a whirlwind of mini-events took place tournament week which gave us additional publicity opportunities. Some requests we were unable to fulfill due to players' schedules, but I felt that we facilitated a large number of the requests effectively.

Following are some highlights from the week. All were requests from the outlet.

Mark McCormack: Interviews with the Daily News and the Inquirer Business sections.

Gabriela Sabatini: "Where Eagles Dare" show. Philadelphia Eagles star Byron Evans gave Gabriela a lesson in intimidation while she gave him a lesson at the net. The AP photographer was there and placed a photo for the next day. The meeting was staged on the practice court.

Lori McNeil and Zina Garrison: Johnny Sample Show. The radio program was broadcast on-site during one evening. This was arranged by Kraft.

Lisa Raymond: Request by KYW TV

WPST AM: Promoter arranged for them to broadcast their show from the site on Nov. 12.

Albert Nipon

Albert Nipon picked the best-dressed fan on Saturday evening during the semifinals. Rebecca secured a placement with a columnist in the Philadelphia Inquirer from quotes she obtained from the winner that evening. The AP photographer was there to get a photo as well, as was Fred Mullane.

Arthur Ashe Night

With short notice, the tournament hosted an Arthur Ashe Night on November 10th. Arthur was present for a cocktail party held at the University Museum and the tournament then presented him with a special award on court. Arthur was very cooperative in doing interviews in advance as well as that evening. With more preparation time next year, we should be able to host a bigger social event which will create more publicity opportunities and raise money for Arthur's foundation.

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IMG Party

IMG hosted a small cocktail party on site on November 13 to announce the opening of the Philadelphia office. Mark McCormack was there and did a couple of interviews that Rebecca arranged.

Art Museum Benefit

This event was held on Nov. 11 on site. We secured Brenda Schultz to assist during the Fast Serve contest. Eric Lindros and some of his Philadelphia Flyers teammates came to participate in the contest, which gave us a great photo opportunity. Several items ran the following days, highlighting Lindros' appearance at the tournament. The benefit raised \$45,000 for the museum and close to 500 people attended.

Soft Pretzel Factory

Rennae Stubbs and Shaun Stafford went to the Soft Pretzel Factory for a hands on tour (arranged by Rebecca) of the premises. They made pretzels to bring back to the tournament. WPVI TV requested to come along on the visit and Rennae and Shaun fulfilled the interview request.

Sporting Events

Steffi Graf attended both the Eagles and Flyers games during the week. We arranged for her tickets to the Flyers game, so Rebecca tipped off the media as to where she would be sitting. As a result, several outlets requested interviews with Steffi and at the very least, they showed her at the game.

Dondre Whitfield

Dick Dell, Gabriela Sabatini's agent, asked that we handle a meeting between Dondre Whitfield, a star of the soap operan "All My Children" and Gabriela. We arranged for them to have lunch in the player's lounge after her first match. Rebecca placed an item on this in the Daily News and Fred Mullane took some photos.

All of these smaller ancillary events happening tournament week gave us good opportunities to create column items and off-sports placements.

Fred Mullane attended most of the events and was able to get some good photos. The AP photographer was also actively pursuing any off-sports shots. These are the type of photos that we should see being placed by us locally first as soon as they happen and subsequently fed nationally.

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DEMONSTRATION

We had a handful of demonstrators protesting outside of the Civic Center on Sunday. Sheila Banks-McKenzie was in Philadelphia to handle all interview requests.

MEDIA CENTER LOGISTICS

We were located in the Oak Room once again at the Civic Center. It is great being in a room with ample space for all the tables, supplies, beverages, coat rack and interview room all in one area.

Interview Room

The interview room is located in the back of the media center with pipe and drape creating the divider. It is a spacious room with all the necessary equipment. Most importantly, it is extremely convenient for it to be located in the same space where the writers are working.

Media Seats

We had 25 seats along press row, located on the baseline. We had six phones in this area for outgoing calls only. IMG also gave us other tickets for extra media and guests who came throughout the week. The behind the baseline seats should NEVER be taken away as media seats.

Catering

The media ate at the Courtside Club again this year. It is a nice place to dine, but the service can be very slow. Next year it needs to be stressed that the media need to get in and out quickly to avoid missing an important match or so that they can meet their deadline without unnecessary rushing. Rebecca feels that we can cut the budget again next year and I agree. The menu does not need to be as lush. We did cut out feeding any of the extras that we might have last year.

Equipment

The copier and fax we had seemed to be adequate. So adequate, in fact, that every faction of the tournament wanted to use them. We soon put a stop to that when we let them know that there would be a charge per copy. Soon they all found other places to make the photocopies.

The walkie talkies did not always work, however, which caused major frustrations for everyone. This should be corrected next year.

The IDS staff was on hand the entire week. They were a bit slow in the beginning of the week in getting the statistics out, but this was corrected by Wednesday.

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AYARS PUBLIC RELATIONS

Rebecca Ayars and her staff had a much stronger grasp of how to publicize our event and how to better work with the promoter, players and "others" who surround the tournament. Rebecca's biggest strengths are her organization, attention to detail and communication with Philip Morris about all matters before she takes action. She knows now to service the media, run an event and keep us informed of any potential problems.

This year she had the same group working with her. Carole Morganti is her right hand person who handles most of the overflow work.

One area of improvement for Rebecca is how to better work when everything cannot be perfectly structured. Because she is very detail conscience, when one element changes, she can become too nervous and anxious. Since IMG often works without structure or schedules, this caused some frustration and anxiety on Rebecca's part.

The media enjoys working with Rebecca and her staff. Collectively they said that Rebecca responded to their requests in a timely manner. Through it all, Rebecca kept a positive attitude and responded to our needs quickly.

KRAFT TOUR

Jim Funse was the Kraft Tour representative during the week. He helped me with interview requests and escorting players off the court and to post-match press conferences. He worked out of the media center during the week.

OPERATIONS

Annalee Thurston handled all operations during the week until she headed to New York and then I took over. Initially I was concerned about the work load doing both, but it worked out just fine. I was able to handle the ticket requests and hotel information for the Championships without a problem.

cc: Barman
Broeman
Heliman
Mullane
Thurston
Zimbalist✓

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PUBLIC RELATIONS WRAP UP REPORT GUIDELINES

Two wrap up documents should be prepared following any event -- an Executive Summary and a Complete Wrap Up Report.

EXECUTIVE SUMMARY

This summary is submitted to be presented to senior management. It should be prepared with that audience in mind and be kept concise and informative.

SUMMARY AT A GLANCE

- o Prepare a brief overall assessment of the entire event with emphasis on the success of publicity efforts. This should be no more than 3-4 paragraphs.

HIGHLIGHTS

- o Identify any breakthrough placements or substantial features. This should include no more than 10. Original copies, where possible, should be affixed to the Executive Summary.

CHALLENGES

- o Identify any major obstacles or substantial changes from previous events or years and discuss how they were handled.

FUTURE RECOMMENDATIONS

- o Identify, in bullet form, specific recommendations to be considered for this event or similar ones for future improvement to the program. This could include operations, materials, procedure, event layout, parking, etc.

COMPLETE WRAP UP REPORT

This is the full wrap up that should include all related elements and a thorough assessment of whether the objectives stated in the approved PR Plan were met.

The wrap up should include a SUMMARY AT A GLANCE, HIGHLIGHTS, CHALLENGES AND FUTURE RECOMMENDATIONS sections but each

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area should be expanded from the Executive Summary version for more in-depth discussion and analysis where applicable.

MEDIA SUMMARY

- o Sub-divide all placements into pre-event, event and post event. Within those sections breakout further to wire, sports or entertainment (whichever is appropriate) and off-sports or off-entertainment. Each sub-section should be compiled chronologically.

- o List all media outlets and both circulation and readership numbers.

Readership = circulation x 2.5 x number of stories

Totals should appear under each individual heading and the list should also include a grand total.

- o List all media in attendance. Include affiliations.

CLIPS

- o Present all clips chronologically. Use originals whenever possible.

- o Sub-divide by pre-event, event and post-event coverage. Sub-divide clips into: Magazines, Daily Newspapers, Weekly Newspapers, USA TODAY, Wire Stories, Trades, where appropriate.


MAILINGS

- o Include a copy of each release, media alert and invitation.

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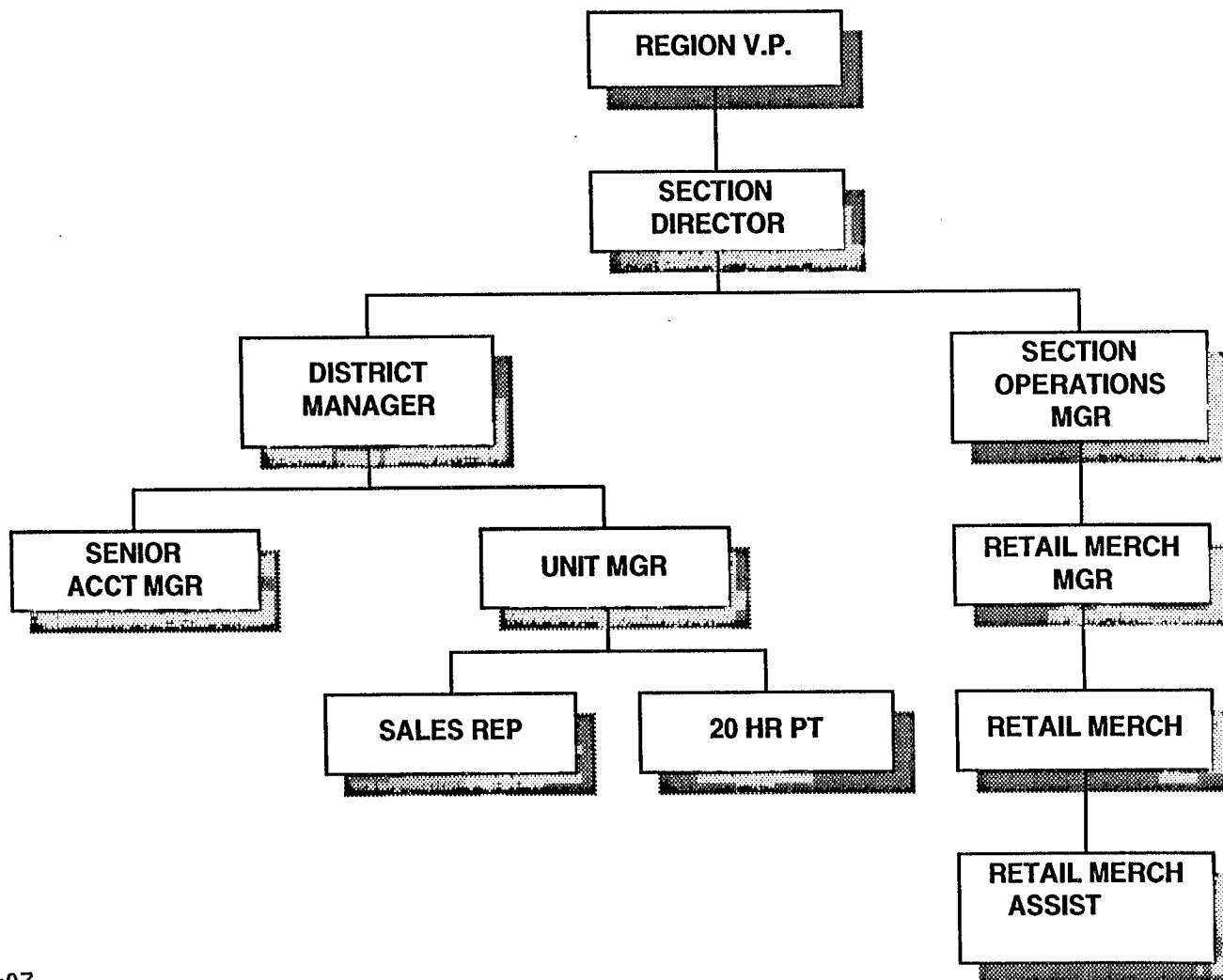
SALES FORCE

2042022847



2042022848

PHILIP MORRIS U.S.A. FIELD SALES FORCE



2042022849



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• • CURRENT CHANGES

2042022852

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2042022853

APRIL 1993 — DISTRICT OFFICES (Continued)

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SECTION 23**

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2042022854

Sales Force Abbreviations

VPRS	Vice President Region Sales
TMD	Trade Marketing Director
NAM	National Accounts Manager
SSD	Section Sales Director
TMP	Trade Marketing Promotion Manager
TMM	Trade Marketing Manager
SOM	Section Operations Manager
DM	District Manager
DAM	District Account Manager
SAM	Section Account Manager
UM	Unit Manager
RMM	Retail Merchandising Manager
SR	Sales Representative

2042022856

**Program Elements
Memo**


2042022858

Program Elements Memo

Procedure

- Written by the Program Administrator.
- Approved by:
 - Manager
 - Group Manager
 - Brand
- Routed to the Field Sales Force (FSF) by Frank Alfieri (Trade Marketing - 11th Floor).
 - Frank will provide input on appropriate distribution.
 - Transmittals are done Mondays at 10:00 AM and Thursdays at 3:00 PM in batch format.
 - Documents to be included in next transmittal are due to Frank not later than close of business each Wednesday and Friday.

2042022859

TO: Distribution
FROM: Karen Howe 
SUBJECT: Marlboro Racing '93

DATE: February 11, 1993

The start of the 1993 Indy Car season will soon be upon us. We begin this year with high hopes for a successful season. Driving the Marlboro Racing Team Penske cars during the '93 season will be the veteran Emerson Fittipaldi and the newcomer Paul Tracy. In addition to the drivers, the recently retired Rick Mears will be on board to act as a technical consultant and coach.

As part of our plan for '93, we have worked to improve the in-market promotional elements to give you the tools to allow Marlboro the highest visibility. We have developed a new state of the art Bar Night promotion, and will utilize the Van Program in all race markets to replace the store sale program conducted last year.

As in '92, the in-market promotional elements will all be coordinated by outside agencies. Our coordination with the local Sales Force will remain essential to our overall success in each market. The following is a breakdown of the outside agencies and their specific areas of responsibility:

Responsibility	Vendor
Pack Sales Trailers/Materials Inventory	Phoenix Marketing
Product Sampling or Couponing	Phoenix Marketing
Bar Nights	Off Track Management
Show Car Display	Off Track Management
Merchandising in-market	Motorsports International

We will continue to require the assistance of the local Sales Force in planning for the race in each market. The following are the specifics of all the in-market activities and where your help will be required:

1) Retail POS

The local Sales Force in each market will receive a supply of Marlboro Racing posters to be displayed in key accounts. The posters showcase Marlboro's involvement with Indy Car Racing and provide specific race information. The specific quantity of posters and banners being shipped to each market will be outlined in the individual elements memos. **Please begin placing the retail materials 2-4 weeks prior to the race in your market.**

2) Show car

We will have the Marlboro Indy show car for display in each race market. The show car should be scheduled to appear at high volume retail outlets. Each market will be allotted a set number of days to display the show car.

The specific number of days and length of time the car appears at any given retail account is up to the Sales Force to schedule.

example: Mass Merchandiser may have the car scheduled for one or more days to coincide with an in store retail promotion.

In order to allow this program to leverage our business, the retailer must be required to run a Marlboro price off special during the time the showcar is displayed.

We have developed an ROP ad to be utilized by the retailers to promote the showcar and any retail promotions. This piece will be sent to each in-market contact person for distribution to the retail accounts. All advertising costs will be the responsibility of the retail account.

3) Van Program

We will utilize the new retail Van Program during the '93 race season in conjunction with store sales. Marlboro racing merchandise will be distributed in all race markets. All materials will be shipped to the local van coordinators warehouse.

Please schedule five days of store sales in your market two weeks prior to the Indy car race. Marlboro racing will supply 200 items per day to support the store sales. The breakdown of incentive items will be detailed in the individual elements memos.

4) Bar Nights

We have developed a new virtual reality video game promotion which will be the highlight of each Bar Night. The game allow each participant to experience the thrill of racing while competing against their friends. Prizes will be offered to the top ten drivers at the conclusion of each Bar Night.

The Bar Nights will be scheduled and executed by Off Track Management.

We would like to invite the sales force to join in the fun. You may wish to organize a party for your retail accounts on Thursday night prior to the race. We will work with each market locally to help coordinate such events. The location of each Bar Night will be communicated as soon as the sites are confirmed.

5) Pack Sales Trailers

We will continue to utilize the Pack Sales trailers in each race market. Consumers will be rewarded with Marlboro racing merchandise with a predetermined pack or carton purchase.

To improve the program this year we have made several changes:

- Updated creative on many of the incentive items.
- Offering higher quality incentive items with a product plus cash purchase requirement.
- Offering a weekend special at the trailers "Buy one carton-Get five packs free".

The operation of the Pack Sales trailers will be handled by Phoenix Marketing.

6) Merchandising In-Market

The majority of all signage materials will be placed in-market by Motorsports International beginning one week prior to the race date. The signage will consist of welcome race fans banners, and banner rope.

A quantity of welcome race fans banners will be shipped to each local Sales Force contact for display at key retail accounts.

7) Customer Hospitality

We will continue to entertain key customers at all the Marlboro sponsored races listed below:

Date	Race
April 3-4	Phoenix, AZ
April 16-18	Long Beach, CA
May 14-30	Indianapolis, IN
June 4-6	Milwaukee, WI
June 11-13	Detroit, MI
July 10-11	Cleveland, OH
July 31-Aug. 1	Brooklyn, MI
Aug. 6-8	Loudon, NH
Sept. 18-19	Nazareth, PA
Oct. 1-3	Laguna Seca, CA

A supply of Marlboro hospitality materials will be sent to the local warehouse. **Sample 20's will be provided.**

A more detailed memo will follow to each market outlining the number of race tickets, parking passes, garage tour information, and materials.

In markets where we are not an associate sponsor (Portland, OR; Elkhart Lake, WI; Lexington, OH) there is still an opportunity to develop local customer hospitality. Race tickets can be secured and hospitality offered at the Marlboro media trailer. Garage tours, a driver autograph session and VIP gifts can also be arranged. If there is any interest in putting this together, please contact Karen Howe. All associated costs will be the responsibility of the local Sales Force.

8) Pole Award

We are replacing the Marlboro Challenge with the Marlboro Pole award in '93. The pole winner of every race will receive a check from Marlboro racing for qualifying in the #1 position. If the pole winner of the race also wins the race, the driver will receive an additional bonus. Bonus dollars will be cumulative throughout the year.

We would like a key customer or high ranking official to present the Pole Award check on Saturday, immediately following qualifying. We will have another presentation on Sunday preceding the race to present the pole winner with a Marlboro leather bag. Both of these presentations are perfect opportunities to build customer relations in-market.

9) Contacts

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Group Manager
Marlboro Events

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Manager, Operations
Marlboro Motorsports

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Christine Merhige
Coordinator

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Kathy Hookana
Manager,
Convention Services

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10) Contacts In-market

Race Market	Contact Name	Phone Number
Phoenix	Monty Faulk	(602) 967-5442
Long Beach	Talbert Bartholomew	(818) 792-2900
Indy	Kevin McCoy	(502) 425-1070
Milwaukee	Mark Redner	(414) 475-5811
Detroit	Tom Trotter	(313) 591-5500
Portland	Ben Nechanicki	(206) 573-3609
Cleveland	Charlie Miller	(216) 234-7777
Brooklyn	Tom Trotter	(313) 591-5500
Loudon	Stephen Tardiff	(508) 543-8300
Elkhart Lake	Dave Casebolt	(414) 475-5811
Lexington	Charlie Miller	(414) 475-5811
Nazareth	Lisa Kelcy	(215) 647-7690
Monterey	Matt Miller	(510) 463-2702

Distribution

B. Anderson	N. Lund
M. Becker	A. Macrae
I. Broeman	A. Marrullier
E. Bruce	T. McCarthy
D. Coode	C. Merhige
M. Cramer	E. Merlo
L. DeMaio	M. Meurer
S. Fisher	J. Mullen-Sampson
K. Harrington	P. Paoli
J. Henry	M. Pfeil
P. Inmann	S. Piskor
G. James	J. Pontarelli
S. Jannetta	B. Ray
J. Keighley	L. Riley
L. Kelcy	M. Salzman
G. Kendall	S. Sampson
R. King	J. Taylor
R. Kohl	J. Tusan
D. Kronschnabel	S. Vasquez
R. Kuchnicki	G. Walsh
D. Laufer	R. Wilhelm
R. Lawrence	T. Wilhelms
J. Lemperes	